SCOPE OF WORK:

1. Review background materials, public comment and recommend revisions to the Scope of Work.
   - Prepare work plan and timeline.
   - Prepare public participation plan for the Independent Study.

2. Review past and present practices of the Redevelopment Agency of the City of Long Beach.
   - Why was the Redevelopment Agency created?
   - Agency vs. City responsibilities.
   - Communications/Relationship between Agency Board and City Council.
   - Define Success.
     i. Economic Success.
     ii. Design Success.
     iii. Social Success.
     iv. Quality of Life – University of Michigan Model.
   - Do case studies of following projects:
     i. Long Beach Plaza.
     ii. Renaissance Walk.
     iii. Wrigley Marketplace.
     iv. Los Altos Shopping Center.
   - Review Downtown Strategic Plans.
     i. Original Goals vs. Achievements.

3. Conduct a thorough review and evaluation of Redevelopment strategies and techniques including pros and cons. Public participation strategies should also be reviewed.
   - What strategies/practices have been most successful?
   - What strategies/practices have been least successful?
   - How were they evaluated?
   - Potential formulas recommended to implement strategies.
   - Look at other cities.
   - Evaluate Redevelopment Agency efforts to explain its projects and programs to the public.
     i. What are the costs of projects?
     ii. What are the benefits of redevelopment projects?

4. Determine what strategies/practices are applicable to the City of Long Beach based on situational and demographic similarity. Use this to identify a list of relevant "best practices".
   - Examine relationship of Agency staff to City management.
   - Staff Architect vs. Consultant Architect.
   - Time needed to start/complete projects.
   - Prepare project evaluations after completion.

5. Conduct a comparative analysis between Long Beach practices and those determined to be "best practices".
   - Identify shortcomings.
   - Identify successes.

6. Identify and review methods for evaluating future projects.
   - Agency Design Review.
   - Fiscal Review.
     i. Cost – Benefit Analysis.
     ii. Impact on surrounding areas.
   - Quality of Life review.
   - Project Closeout reports.
   - Develop checklist for evaluation of future Agency practices.
   - Create "Design Image Statement" at beginning of projects.
   - Formula/Point System (need, access, etc.).

7. Identify and review methods of public participation that might enhance the redevelopment process.
   - Review public advisory bodies used in other cities and provide recommendations for Long Beach.
   - Identify possible conflicts of interest on public advisory committees and how they should be addressed.
   - If the project areas are expanded, how would they be represented?

8. Determine which strategies and practices would be beneficial to the City of Long Beach.
   - Long term planning for future projects.
   - Reports to Agency Board and Community on cumulative project costs.
     i. Include staff costs.
   - How can the Agency improve its service to the community?

9. What steps would be needed to implement strategies and practices determined to be beneficial?

10. Evaluate Agency efforts to explain its projects and programs to the public.
    - Provide recommendations on how the Agency can better communicate with the public the following information:
      i. Total project costs.
      ii. Project benefits.
         1. Economic.
         2. Quality of life.
         3. Design.
      iii. How can the Agency better communicate with citizens who are not active in the public discussion of redevelopment?
      iv. Provide recommendations on how Agency can better communicate with other City Departments and the School District.

11. The issues of Merger and Expansion and other options (as part of best practices).

- What are the consequences of merging the project areas, pro and con?
    i. How would roles of Agency, staff and City Council change?
    ii. Impact on Stakeholders of merging or expanding project areas.
- Will merger lead to greater success of and more expedient completion of redevelopment projects in Long Beach?
- What would be the recommended roles of the PACs if the project areas were merged?
- What have been prior successes or failures with other mergers?
- What are the pros and cons of the project area expansion?
- What are the pros and cons of eliminating or reducing redevelopment in Long Beach?
- Examine alternatives to redevelopment.